

## Chapter Contents

### Chapter Three—Selection Procedure Large Professional Services

<b>3.1</b>	<b>SELECTION BASIS.....</b>	<b>3-1</b>
<b>3.2</b>	<b>RESPONSIBILITIES .....</b>	<b>3-1</b>
3.2.1	Consultant Policy Committee .....	3-1
3.2.2	Consultant Procedures Committee.....	3-2
3.2.3	Consultant Procurement Administrative Office.....	3-2
3.2.4	Consultant Control Coordinator .....	3-2
3.2.5	Shortlist and Selection Committees .....	3-3
<b>3.3</b>	<b>SELECTION PROCESS .....</b>	<b>3-3</b>
3.3.1	Shortlist and Selection Committee Membership Restrictions .....	3-4
3.3.2	Shortlist Committee Membership .....	3-4
3.3.2.1	Procedure No. 1 .....	3-4
3.3.2.2	Procedure No. 2.....	3-4
3.3.2.3	Procedure No. 3.....	3-5
3.3.2.4	Exception Procedure.....	3-5
3.3.3	Shortlisting.....	3-5
3.3.3.1	Evaluating Expressions of Interest.....	3-5
3.3.3.2	Notification of Firms .....	3-6
3.3.4	Selection Committee Membership .....	3-6
3.3.4.1	Procedure No. 1 .....	3-6
3.3.4.2	Procedure No. 2.....	3-6
3.3.4.3	Procedure No. 3.....	3-6
3.3.5	Selection Procedure .....	3-7
3.3.5.1	Selection Rating Criteria .....	3-7
3.3.5.2	Pre-Proposal Meeting .....	3-7
3.3.5.3	Rating Process .....	3-7
3.3.5.4	Technical Proposal Rating.....	3-7
3.3.5.5	Pre-Oral Presentation Meeting .....	3-8
3.3.5.6	Oral Presentations .....	3-8
3.3.5.7	Oral Presentation Rating .....	3-8
3.3.5.8	Consultant Ranking.....	3-8
3.3.5.9	Selection Ranking Approval.....	3-8
3.3.5.10	Notification of Firms .....	3-9
3.3.5.11	Debriefing .....	3-9

## **List of Figures**

<b>No.</b>	<b>Title</b>	<b>Page</b>
3-1	Assignment of Procedures Committee to Selection Committee.....	3-10
3-2	Shortlist Committee Notification .....	3-11
3-3	Selection Committee Notification .....	3-12
3-4	Typical Shortlist Scoring Sheet .....	3-13
3-5	General Guidelines for Shortlisting Interested Firms .....	3-14
3-6	Notification of Reduced-Candidate/Shortlisted Firms .....	3-17
3-7	Notification to Shortlisted Firms .....	3-18
3-8	Notification to Firms Not Shortlisted .....	3-19
3-9	Selection Committee Process Initiation .....	3-20
3-10	Request for Technical Proposals and Scheduling of Pre-proposal Meeting .....	3-21
3-11	Pre-proposal Meeting Agenda .....	3-22
3-12	Typical Technical Proposal Instructions .....	3-32
3-13	Pre-proposal Meeting Minutes Transmittal to Selection Committee .....	3-35
3-14	Technical Proposals, Score Sheets and Review Guidelines Transmittal .....	3-38
3-15	Typical Technical Proposal Score Sheets.....	3-39
3-16	Guidelines for Reviewing Consultant Technical Proposals .....	3-40
3-17	Oral Presentations Schedules.....	3-46
3-18	Oral Presentation Administrative Procedures .....	3-47
3-19	General Reasons for Conducting Interviews .....	3-48
3-20	Typical Oral Presentation Rating Sheets .....	3-49
3-21	Typical Oral Presentation Composite Scoring Work Sheet .....	3-52
3-22	Initiating Director Notification—Ranking of Shortlisted Firms .....	3-53
3-23	Unsuccessful Firms' Notification of Top Ranked Firms .....	3-54
3-24	Debriefing .....	3-55

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## Chapter 3

# Selection Procedure—Large Professional Services

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### 3.1 SELECTION BASIS

For Large Professional Services, The Delaware Code under Title 29, Chapter 69, Section 6982 outlines the basis for selecting the most qualified firm to perform the services. Section 6982(a) describes basic requirements for selecting firms to perform *'professional services within the scope of the practice of architecture, professional engineering, including but not limited to environmental engineering, consulting and environmental monitoring, professional surveying, construction management, landscape architecture and geology as defined and authorized by the laws of the State of Delaware or for those services performed by persons engaged in the above mentioned professions in connection with their professional employment or practice.'*

Section 6982(b) describes basic requirements for selecting firms *'For all professional services not described in Subsection(a) herein.'* Those services as previously defined in the Code would include archaeologists, architectural historians, historians, educational consultants, management, medical, teaching, planning, computer information management, financial, accounting, auditing and arbitration services.

Subsections 6981(d)through(g) outline the criteria to be utilized for ranking and selecting firms for all professional services. The only difference is that *'For the selection process described in Section 6982(b) of this Title, price may be a criteria used to rank applicants under consideration.'*

The Code further provides that the Department is to establish written administrative procedures for evaluating interested firms. These procedures are

to be publicly available. In addition to the general ranking criteria, the Code allows for other criteria to be utilized which will ensure *'a quality and cost-effective project.'*

To this end, the Department has adopted the selection procedure as described herein.

### 3.2 RESPONSIBILITIES

The responsibilities for developing and administering policies and procedures for the selection of consultants are defined below.

#### 3.2.1 CONSULTANT POLICY COMMITTEE

The Consultant Policy Committee consists of the Secretary of Transportation and the Directors. The Committee has the following functions:

- Appoints the members of the Consultant Procedures Committee.
- Approves all changes to Departmental Consultant procedures and utilization policy.
- Reviews and recommends for approval by the Secretary special selection processes for specialized services and Sole Source Procurement, (See Procedure No. 3. in Sections 3.3.-2.3 and 3.3.4.3.).
- Reviews and recommends for approval by the Secretary requests for exceptions to these procedures.

### **3.2.2 CONSULTANT PROCEDURES COMMITTEE**

As noted in Section 3.2.1, members of the Consultant Procedures Committee are appointed by the Consultant Policy Committee. Two persons are appointed by each Director and serve for a period of either one or two years. These appointments are staggered to allow for continuity of representation by an Office. The Offices of External Affairs and Financial Management and Budget are excluded from this committee assignment. The Secretary may appoint additional members to serve on the Consultant Procedures Committee.

The Committee has two principal functions. These are:

- serving as a pool to provide members to the shortlisting and selection committees on a rotating basis, and
- meeting at the call of the Consultant Control Coordinator to discuss consultant procedures and make recommendations for changes to the Policy Committee.

### **3.2.3 CONSULTANT PROCUREMENT ADMINISTRATIVE OFFICE**

The Department has assigned the responsibility for monitoring and administering the procurement of outside services to the Office of Administration under the direction of the Consultant Control Coordinator.

### **3.2.4 CONSULTANT CONTROL COORDINATOR**

The Consultant Control Coordinator is responsible for coordinating the Department's consultant procurement process and administering the quality control program associated with the process, under the direction of the Consultant Policy Committee. The Consultant Control Coordinator's duties and responsibilities include the following:

- coordinating all DelDOT consultant activities from advertising through execution of the final agreement;

- ensuring compliance with all laws, regulations and procedures;
- serving as liaison among DelDOT management, Contract Administration, and the consulting firms regarding the consultant process;
- developing and maintaining a register of interested vendors for consulting contracts;
- serving as Chairman and non-voting member of Shortlist Committees;
- serving as Chairman and non-voting member of Selection Committees;
- monitoring actions of the Shortlist and Selection Committees;
- overseeing maintenance and distribution of required information and documentation;
- developing and implementing consistent and equitable criteria for use by the Shortlist and Selection Committees in evaluation and rating of consultants;
- developing and implementing standards for preparing legal agreements;
  - providing technical assistance to Departmental staff in preparing legal agreements;
- reviewing and approving all final agreements;
- providing quality control of all consultant agreements;
- developing, recommending and implementing revisions to the process as outlined in this Manual;
- assuring the final price proposals are analyzed by the initiating Office for reasonableness of person-hours, costs, etc.; and
- preparing a report each month of new consulting service requests for the Policy Committee, since the last report.

### **3.2.5 SHORTLIST AND SELECTION COMMITTEES**

The Shortlist Committee is responsible for evaluating the Expressions of Interest received in response to a Request for Consultant Services resulting in a recommended reduced-candidates listing/ shortlist.

The Selection Committee is responsible for evaluating the technical proposals and oral presentations of the firms that are shortlisted resulting in recommended ranking of the these firms.

## **3.3 SELECTION PROCESS**

The selection of the most qualified firm is a two-phase process. In the first phase, all firms responding to the Expression of Interest Request are evaluated in accordance with the factors and criteria listed in the Request for Consultant Services for the project.

The criteria and their importance will vary on a project by project basis depending upon the various work tasks and their significance in completing the project. The Shortlist Committee usually uses the following general criteria as a beginning point to develop the actual criteria:

- the project team's qualifications and experience,
- the firm's resources and capabilities, including both staff and physical plant,
- project understanding and approach,
- ability to meet schedules on previous similar projects,
- location of office where project will be administered, support offices and subconsultants,
- past and current DelDOT workload and experience,
- past and current performance evaluations on DelDOT work, and
- DBE participation.

The second phase of the selection process con-

sists of an evaluation of un-priced technical proposals and oral presentations by the shortlisted firms. This evaluation is the responsibility of the Selection Committee. For open-end contracts, the submission of un-priced proposals may be eliminated as the assigned projects or tasks may not be known at this stage.

Each project has its own unique features to which the evaluation criteria must be tailored. The Selection Committee will normally begin with the following criteria listing to develop the actual criteria and weighted values to evaluate technical proposals:

- project understanding,
- work plan/project approach,
- firm's resources, capabilities and commitments
- qualifications of project team,
- current and past performance with DelDOT and others,
- project management,
- proposed work schedule,
- location of where various tasks will be performed,
- innovative concepts, if relevant.

The Selection Committee normally uses the following criteria to evaluate a firm's oral presentation, again, each presentation will have its own criteria with weighted values:

- qualifications and experience of key team members as it pertains to the project,
- firm's, including any subs, experience on similar type projects,
- team's and firm's project understanding and approach,
- location of offices, task assignments, staff, and method of managing same,
- overall quality of the presentation, and

- adequacy of the responses to questions raised by the committee.

As a part of the request for service submission to the Consultant Control Coordinator, the initiating Director includes the names of the members of both the Shortlist and Selection Committees. Committee memberships vary, depending on the scope of services being requested. See Sections 3.3.2 and 3.3.4. The Consultant Control Coordinator is responsible for assigning the appropriate member from the Consultant Procedures Committee to these committees. See Figures 3-1, 3-2, and 3-3 for example memos for requesting and notifying committee members.

Both committees are the administrative responsibility of the Consultant Control Coordinator.

On open-end contracts, at the discretion of the initiating Director, the selection process may be performed on the basis of an oral presentation once the advertisement and shortlisting have been completed.

The Department uses three procedures for forming the shortlist and selection committees, depending upon the type of project and the overall effect on the operation of the Department. The procedures for the Shortlist Committee are defined in Section 3.3.2 and for the Selection Committee in Section 3.3.4.

### **3.3.1 SHORTLIST AND SELECTION COMMITTEE MEMBERSHIP RESTRICTIONS**

Department policy precludes any person from being a member of both committees.

Members of the Consultant Procedures Committee cannot participate on either the Shortlist or Selection Committee for projects originating in their respective Divisions.

The committee discussions are considered confidential and are not intended to be shared outside the committee meetings.

The Offices of External Affairs and Financial Management and Budget do not normally participate in the Procedures Committee. However, per-

sonnel from those two offices are to be considered for membership on both the Shortlist and Selection Committees for projects involving these two areas of expertise.

### **3.3.2 SHORTLIST COMMITTEE MEMBERSHIP**

#### **3.3.2.1 Procedure No. 1**

Procedure No. 1 is used for projects where the scope of work is primarily within one Office.

In addition to the Consultant Control Coordinator, who acts as the non-voting chairman, the Shortlist Committee normally consists of three members: one member from the Consultant Procedures Committee and two members from the Office initiating the contract.

The Shortlist Committee member from the Consultant Procedures Committee is appointed on a rotating basis by the Consultant Control Coordinator, who ensures that no member serves on a committee for a project initiated by his/her own Office. The remaining two members are appointed by the Office Director initiating the contract from that Office's staff.

#### **3.3.2.2 Procedure No. 2**

Procedure No. 2 is used for projects where the scope of work has multi-office impact or Department-wide concerns.

The Shortlist Committee for this type of project is formed in the same manner as Procedure No. 1. However, at the discretion of the initiating Director and in collaboration with the Consultant Control Coordinator, one of the committee members may be appointed from another Office that is impacted by the project. The Consultant Control Coordinator is responsible for determining if the suggested procedural change requires approval of the Consultant Policy Committee as noted in Section 3.2.1

#### **3.3.2.3 Procedure No. 3**

Procedure No. 3 is used when the project scope is unique and different from traditional projects

advertised by the Department. A Special Shortlist Committee may be appointed for these projects when the initiating Director can demonstrate the need. The initiating Director must present in writing to the Policy Committee and the Secretary justification and the specific procedure recommended. The use of this procedure must be requested by a Director, recommended by the Consultant Policy Committee, and approved by the Secretary.

Committee members are appointed as recommended by the Consultant Policy Committee for approval by the Secretary. To ensure consistency with the intent of this Manual, the Consultant Control Coordinator also serves as the non-voting chairman of Special Shortlist Committees.

#### **3.3.2.4 Exception Procedure**

Any exception to these procedures must be requested in writing for review by the Consultant Policy Committee and approval by the Secretary. The request must include a recommended alternative procedure.

The request must outline a process that meets the intent of the Law and Department policy. There are three key elements for procuring professional services that must be adhered to and described:

1. How the project will be publicly advertised for obtaining Expressions of Interest,
2. How firms will be evaluated, and
3. The basis on which a selection will be made.

### **3.3.3 SHORTLISTING**

#### **3.3.3.1 Evaluation of Expressions**

The Consultant Control Coordinator sends each member of the Shortlist Committee all of the Expression of Interest packages received from interested consultants, a copy of the Request for Consultant Services, a sample of the shortlist evaluation criteria and the scoring form. See Figure 3-4 for a sample scoring form. The scoring form is included as informational only. Due to the large number of firms that respond to the

advertisements for services, it is impractical to develop a mathematical matrix for evaluating the firms.

Committee members are requested to review the submitted information and assess the evaluation criteria for appropriateness to the specific project being considered. At the Shortlist Committee meeting, each member may suggest adding criteria felt to be more relevant to the project, deletion of those items felt irrelevant and the relative importance of the items to be rated. A committee meeting is scheduled to determine the final evaluation criteria and their relative importance in reaching a reduced-candidates list from the responding firms based on professional qualifications as demonstrated in their submissions. Figure 3-5 provides general guidelines for evaluating Expressions of Interest.

Each project has its own unique requirements and normally a large number of firms respond. Therefore, it is not a simple process for committee members to reach a consensus and develop a listing of the most qualified firms to perform the particular project under consideration. The basic evaluation factors are described in Section 3.3., but each committee must adapt these to the specific project being considered to obtain the best list possible.

Most projects involve the need for only one firm to perform the services. In this case, the committee normally lists from three to five of most qualified firms. For projects that may involve the services of several firms such as open-end contracts involving multiple assignments with several firms under agreement, the Committee normally lists at least five but may list more of the most qualified candidates. This decision is made early in the process and included in the advertisement and committee assignment.

The Consultant Control Coordinator as Chairperson coordinates the committee's discussions and advises the initiating Director of the listing sequence, using the form in Figure 3-6. The Director requests the Secretary's written approval of the Shortlist Committee's recommendation.

Committee discussion and any conclusions reached in determining the reduced-candidate/shortlist are confidential and there are no de-

briefings provided for firms not making the list.

### **3.3.3.2 Notification of Firms**

After approval by the Secretary, the initiating Director advises the Consultant Control Coordinator, who notifies the shortlisted firms in writing advising them they will be requested to attend a pre-proposal meeting and submit a technical proposal based on information and data furnished at this meeting. Refer to Figure 3-7 for a sample letter. A technical proposal is not needed for selection on open-end contracts. Evaluations are made from the oral presentations.

At this same time, all remaining unsuccessful firms are so notified, using the letter format in Figure 3-8, with a listing of the top listed firms (shortlist).

### **3.3.4 SELECTION COMMITTEE MEMBERSHIP**

As with the Shortlist Committee, three procedures are used for selecting members for the Selection Committee. By DelDOT policy, Selection Committee membership is confidential.

#### **3.3.4.1 Procedure No. 1**

This procedure applies to projects where the scope of work is primarily within one office.

The voting committee members for these projects consist of five members. Four members are appointed by the initiating Director. Two of these members may come from the section in which the project will be administered. The remaining two members must come from other sections within the initiating Director's authority. The fifth member is appointed from the Consultant Procedures Committee by the Consultant Control Coordinator on a rotating basis, but cannot be from the initiating Office. One member from the initiating Office is designated as the committee Debriefing Officer by the Consultant Control Coordinator.

The Consultant Control Coordinator normally serves as chairman and non-voting member of all Selection Committees. The Consultant Control Coordinator provides the Committee with guide-

lines used for previous selections and assists in developing the project-specific selection process that will ensure compliance with applicable laws, rules, regulations and policies.

#### **3.3.4.2 Procedure No. 2**

This procedure is used for projects that affect the operations of more than one Office.

The committee makeup for these projects is similar to that of Procedure No. 1. The difference is that the membership will be more diverse, representing a varied cross section of the affected Offices.

The Committee chairperson is the Consultant Control Coordinator, who ensures that the Committee representation is diverse. The Committee consists of five members: two members appointed by the initiating Director, two members each from other Offices having vested interest in the project, and one member from the Consultant Procedures Committee appointed on a rotating basis and not from the initiating Office.

#### **3.3.4.3 Procedure No. 3**

Procedure No. 3 is used for specialized services, unique or unusual projects.

A Special Selection Committee is appointed for these projects. The initiating Director recommends members for the committee for approval by the Policy Committee and the Secretary. As with other procedures, the Consultant Control Coordinator serves as the non-voting chairman of Special Selection Committees.

### **3.3.5 SELECTION PROCEDURE**

#### **3.3.5.1 Selection Rating Criteria**

After all firms have been notified of the shortlisting, the Consultant Control Coordinator sets up a meeting of the Selection Committee. See Figure 3-9 for a typical meeting notification.

The primary purpose of this meeting is for the Committee to establish a separate set of rating criteria for the technical proposals and the oral presentations. To prepare for this meeting the



Committee is furnished the approved shortlist, copies of rating sheets used on previous similar consultant selections, the rating criteria used for shortlisting the project, and a copy of the Request for Consultant Services for the project.

Other business conducted at the meeting includes a project overview presentation to the committee, establishment of the date of the pre-proposal meeting, and establishment of the date to receive the technical proposals.

### 3.3.5.2 Pre-Proposal Meeting

The successful shortlisted firms are invited to attend a pre-proposal meeting. See Figure 3-10 for a sample letter.

At the meeting, information about the project and the selection process is shared and discussed with the attending firms for use in preparing the technical proposal and making their oral presentation.

A typical pre-proposal meeting includes an explanation of the administrative procedures to be followed, such as

- setting the date for receipt of the technical proposal,
- date and assigned time slot for each firm's oral presentation,
- discussion of the evaluation process and distribution of score sheets showing weighted values,
- a description of the actual oral interview process,
- the proposed method of compensation, and
- current cost limitations.

Figure 3-11 shows a typical agenda for a pre-proposal meeting. The instructions for preparing the technical proposal are discussed and distributed at the meeting. See Figure 3-12 for a set of typical instructions.

A technical presentation describing in detail the scope of work is made, followed by a question-and-answer session. Questions that cannot be answered at the meeting or are raised within a specified time limit after the meeting are responded to

as quickly as possible, with all consultants receiving a copy of the question(s) raised and the Department's reply.

Firms that may be unable to meet all of the conditions outlined in the pre-proposal meeting are requested to so respond at the meeting, or immediately thereafter, so the Department may take appropriate action.

The Consultant Control Coordinator is responsible for recording the minutes of the meeting and distributing them to the Selection Committee, using the sample letter of transmittal in Figure 3-13.

Minutes are not furnished to the shortlisted firms. However, the Consultant Control Coordinator is responsible for ensuring that responses are sent to all shortlisted firms for all questions not answered at the conference.

### 3.3.5.3 Rating Process

The Department's Selection Procedure involves two separate and distinct ratings. First, each technical proposal is evaluated and rated. This is followed by oral presentations, which are separately rated by the Selection Committee. The criteria with weighted values are given to each firm attending the pre-proposal meeting.

### 3.3.5.4 Technical Proposal Rating.

All technical proposals must be received in the Consultant Control Coordinator's Office on or before the date and time designated at the pre-proposal meeting. Each proposal is officially logged in by date and time of receipt. *Proposals received after the designated time or date will not be accepted for evaluation.*

Committee members are given a deadline within which they must rate the proposals using the rating criteria previously established. See Figure 3-14 for a sample transmittal memo. Figure 3-15 shows a technical proposal-scoring sheet. The proposals are evaluated and rated individually by committee members and submitted to the Consultant Control Coordinator, who compiles the ratings and holds them for final ranking until after the oral interviews are rated. See Figure 3-16 for general guidelines used to evaluate and rate the Technical Proposals.

### **3.3.5.5 Pre–Oral Presentation Meeting**

To prepare for the oral presentations, the Consultant Control Coordinator schedules a meeting of the Selection Committee prior to the presentations. This meeting is scheduled after the members have reviewed and rated the technical proposals and are well versed in the project requirements, each consultant's proposed approach, and the qualifications of the teams proposed to perform the work.

The purpose of this meeting is to develop a list of questions that should be raised at the oral presentation. The questions are designed in a manner that will allow the committee to select the most qualified team. As a part of this meeting, the Committee also discusses what they consider to be the most appropriate responses to the questions.

The questions are formatted and assigned to the Committee member most knowledgeable in that area. To properly and fairly rate the firms, each firm is asked the same group of questions, unless a question is directly answered during the team's presentation. Exceptions to this may occur if there is an item unique or specific to a firm's technical proposal or a new element is raised during the oral presentation on which a member would like further explanation.

### **3.3.5.6 Oral Presentations**

Each consultant is formally notified of the date, time, and place for the oral presentation, either at the Pre-proposal Meeting or shortly thereafter. See Figure 3-17 for a sample letter. The presentation is limited to one hour, consisting of a thirty-minute presentation by the consultant's team and thirty minutes for a question-and-answer session interacting with the Selection Committee.

Any firm that is less than thirty minutes late for its assigned beginning time is allowed to make its presentation. Unless there are extreme circumstances, any firm that is more than thirty minutes late is automatically disqualified.

See Figure 3-18 for the oral presentation administrative procedures and Figure 3-19 for a general description of what the Selection Committee should be seeking during the oral presentation.

### **3.3.5.7 Oral Presentation Rating**

Firms are rated, in confidence, by each committee member. See Figure 3-20 for a sample oral presentation rating form. To further ensure that firms receive a fair evaluation, a short discussion may be held after each presentation to discuss the presentation, the team and responses to the questions.

### **3.3.5.8 Consultant Ranking**

Upon receipt of the ratings by the Consultant Control Coordinator, they are compiled, tabulated and then combined with the technical proposal ratings using the pre-established weighted values and a composite scoring work sheet such as that shown in Figure 3-21. The scores are ranked from highest to lowest to determine each consultant's position.

A consultant's relative position may become very important during the negotiation procedure: If the Department cannot reach agreement with the firm ranked highest, the Department may terminate negotiations and begin negotiations with the next highest ranked firm. See Section 4.9 for details.

### **3.3.5.9 Selection Ranking Approval**

The Consultant Control Coordinator submits the Selection Committee's recommended composite listing of ranked firms to the initiating Director for approval, using the memo in Figure 3-22. Upon approval of the ranked firms by the Director, written approval of the Secretary is requested and obtained. The original approved list is returned to the Consultant Control Coordinator.

### **3.3.5.10 Notification of Firms**

Each firm interviewed is notified of the selected firm. The letter includes the name and telephone number of the committee member assigned as the Debriefing Officer, in the event a firm may request a critique of their submission and presentation. See Figure 3-23 for an example letter to an unsuccessful firm.

### **3.3.5.11 Debriefing**

After the oral presentations and submission of the

individual ratings, the Consultant Control Coordinator requests that the Selection Committee members critique each firm's technical proposal and oral presentation. Each member is requested to present both positive and negative comments in their evaluations. The Consultant Control Coordinator summarizes the comments and furnishes a copy for the confidential use of the Committee's designated Debriefing Officer in debriefing those firms wishing to know why they did not receive a higher ranking. See Figure 3-24.

*Figure 3-1  
Assignment of Procedures Committee Member to Selection Committee*

**ASSIGNMENT OF PROCEDURES COMMITTEE MEMBER  
TO SELECTION COMMITTEE**

TO:

FROM: CONSULTANT CONTROL COORDINATOR

DATE:

SUBJECT: CONSULTANT AGREEMENT #

As a member of the Consultant Procedures Committee, you are hereby appointed as the Committee's representative on the Selection Committee for the referenced project. This project is in the process of being advertised and has not yet been shortlisted. You will be provided with additional information pertaining to the selection process once the shortlist has been completed. As usual, your appointment to this committee is considered to be confidential.

For your information, a copy of the Request for Consulting Services is enclosed. Firms who have expressed an interest in this project are also being furnished this information.

If you have any questions about the process or the project, please contact this office. If you are unable to serve on this committee, please contact this office immediately because continuity of committee membership is very important to a successful selection process.

*Figure 3-2  
Shortlist Committee Notification*

## **SHORTLIST COMMITTEE NOTIFICATION**

TO: SHORTLIST COMMITTEE MEMBERS

FROM: CONSULTANT CONTROL COORDINATOR

DATE:

SUBJECT: CONSULTANT AGREEMENT #

You have been appointed to the Shortlist Committee for the referenced project.

On \_\_\_\_\_, we received letters of interest from \_\_\_\_\_ ( ) consulting firms pertaining to this project. To expedite the shortlisting process, I am providing each of you with the following:

- (1) copies of the various submissions from the interested consultants,
- (2) a copy of the "Request for Consulting Services" that was sent to each of the consultants who expressed interest in the project, and
- (3) a sample of the consultant shortlist scoring sheets that we have been using during recent shortlisting procedures. The scoring can be modified to match the elements the Committee wants to rate the firms on.

A suggested method of arriving at a desired shortlist of \_\_\_\_ ( ) firms is for Committee members to review the letters of interest separately. Then the Committee can meet and narrow the list of candidates down to a manageable number. The Committee, if it chooses to do so, could then review the final list of candidates and score them as a body based on a consensus of opinion. This eliminates the need for each member to score individually and possibly prolong the process.

This office will contact each member in a few days to establish a date for meeting to determine a shortlist of firms for this project. Please review these letters of interest for discussion at our meeting.

Please quickly advise this office if a situation arises which prevents you from attending this meeting.

**Figure 3-3**  
***Selection Committee Notification***

**SELECTION COMMITTEE NOTIFICATION**

TO:

FROM: CONSULTANT CONTROL COORDINATOR

DATE:

SUBJECT: CONSULTANT AGREEMENT NO.

You have been appointed as a Selection Committee member by your Director for the referenced project (see copy of memo enclosed). The shortlist process has not been completed, but once that has been done, you will be contacted to meet with other members of the Selection Committee to discuss the specific selection procedures to be followed for this project.

During the selection procedures meeting, rating criteria for the selection will be established and dates will be determined for completing various facets of the selection process, such as review of the technical proposals and oral presentations.

Your appointment to this Committee is considered to be confidential. If you have any questions on the process and the current status of the process, and especially if there is a problem with your participation, please call this Office.

**Figure 3-4**  
**Typical Shortlist Scoring Sheet**

**DelDOT Consultant Shortlisting Scoring Sheet**

Agreement No. \_\_\_\_\_ Project Name: \_\_\_\_\_

date: \_\_\_\_\_

Scored by: \_\_\_\_\_ Committee Members: \_\_\_\_\_

Item	Description	Value X Wt	Firm	Firm	Firm
1. Project Team (PE/CE)	Identify key staff for type of work proposed. Specify individual experience & qualifications for Prim & sub (if applicable), % of work to be done by sub (if proposed).				
2. Firm Resources & Capabilities	Availability of personnel to commit to this project. Back-up resources available. Experience on projects of similar nature. <u>Ability to schedule &amp; meet goals.</u>				
3. Project Understanding and Approach	Any contacts w/ DelDOT regarding project? Basic understanding of project, problem areas, special requirements. <u>Realistic solution(s) of potential problems.</u>				
4. Location of Firm	Office location where project will be administered. Estimated distance from project site. Coordination & monitoring capabilities. Single office locations are preferable.				
5. Current DelDOT workload	Compilation of: \$1 - 100,000 .....5 \$100,001 - 200,000 .....4 \$200,001 - 300,000.....3 \$300,001 - 400,000 .....2 \$400,001 - above .....1				
TOTAL					

**Figure 3-5**  
**General Guidelines for Shortlisting Interested Firms**

## **GENERAL GUIDELINES FOR SHORTLISTING INTERESTED FIRMS**

Each project is unique, and evaluation criteria and weighted values will vary accordingly. The Request for Professional Services for each project clearly defines the content of a firm's submission, including volume of data, and rating criteria for the services anticipated.

The instructions for requesting submissions are project-specific and should be adhered to. For most projects the following general criteria and evaluation process are applicable. However, the Shortlist Committee will make its evaluation and reduced-candidate/shortlist determination based upon the information requested to be furnished.

### **I EVALUATION CRITERIA**

- **Project Team.** Do the Project Principal, Project Manager, Key Staff and Subconsultants possess the necessary qualifications and experience required by the Scope of Work for this project?
- **Firm's Resources and Capabilities.** Does the firm possess the resources to do the work and the capability to commit the staff to this project at the level required?
- **Project Understanding and Approach.** Has the firm demonstrated a complete and thorough understanding of the work required to perform the tasks as defined in the Scope of Work?
- **Schedule.** Has the firm established a reputation for and demonstrated a sincere interest and concern for timely completion of past projects performed for DelDOT and if requested in the Expression of Interest from references?
- **Location of Firm.** Where will the key elements of work be performed, by whom (prime and subconsultants), and how will the various tasks and offices be coordinated?
- **Current DelDOT Workload.** What are the firm's present commitments in time and staff to DelDOT? How are they performing?
- **DBE Participation.** Has the firm indicated how and by whom the DBE goals for the project will be met? If not, why not?

### **II. PROJECT TEAM**

The Consultant should identify the Project Principal, the Project Manager, Key support Staff, and any Subconsultants. The basic question is how well do the team's qualifications, experience and time allocation relate to the specific project? Of particular additional concern with the subconsultant(s) is their past experience with the prime and the proposed method of monitoring and coordinating their work.

Elements to be considered are:

- Extent of the principal's involvement, ability to commit necessary staff, quality control, project management etc.
- Qualifications and relevant individual experience.
- State(s) and disciplines in which the professional/technical staff may be certified.



- Time commitment of key members of the team.
- Unique qualifications of key members relevant to the proposed scope of work.
- Team experience on similar or related projects.
- Qualifications and relevant subconsultant experience.
- Project organization chart.

### **III. FIRM'S RESOURCES & CAPABILITIES**

This criterion relates to the firm's or corporate resources and capabilities to perform the work in a manner satisfactory to the Department's requirements in quality, in timeliness and at a reasonable cost.

Elements to be considered are:

- Size and experience of the professional staff and technical staff in relation to the project type and complexity.
- Are adequate resources and staff capacity currently available or will they be available at the time of anticipated issuance of the Notice to Proceed?
- Evaluate Capacity Chart or other support information to verify any statements made relevant to resource availability.
- Are the appropriate resources available to perform the work for the duration of the project?
- Is there indication of corporate commitment to assign the resources when needed and at an appropriate level to meet work tasks and milestones?
- Demonstrated ability of the Project Manager to obtain and maintain the appropriate mix and level of staff to meet work tasks and milestones.
- Evaluate any internal policies or procedures used for quality assurance and cost control.
- Evaluate the type and location of similar work performed by the team.
- Evaluate current DelDOT commitments.
- Evaluate current and/or past performance on DelDOT projects.
- Evaluate current total corporate commitments.
- Evaluate firm's financial ability to perform the project.

### **IV. PROJECT UNDERSTANDING**

This criterion relates to the basic or preliminary understanding of the scope of work for the project. Has the firm demonstrated within their Expression of Interest basic understanding of the project needs, problem areas, special requirements, and realistic solutions to potential problems?

Elements to be considered include:

- Demonstrated knowledge of the work required.
- Provision of a concise and clear explanation of work required, in particular identifying problem areas and special requirements.

## **V. PROJECT APPROACH**

This criterion relates to the formulation of basic or preliminary approaches and/or the understanding of potential major obstacles to overcome.

Elements to be considered include:

- Has the firm formulated a basic course of action or considered preliminary alternative approaches that will be meaningful in meeting the goal or objectives of the project?
- Is the approach realistic, clear, concise, and accurate?
- Does the approach provide a basic understanding for potential impacts, impediments and conflicts?
- Has the firm provided a basic understanding of major obstacles to overcome in order to have a successful project?
- Are logical courses of action to meet goals and objectives presented?
- Are innovative approaches presented?

## **VI. SCHEDULE**

This criterion relates to the firm's past performance and its internal capability to meet scheduled interim milestones and completion dates.

Elements to be considered include:

- The internal method(s) available to the Project Manager to ensure control of the schedule and costs.
- The corporate-level procedure for evaluating project schedules, resource needs and staffing assignments to meet schedules.
- Past performance for meeting scheduling commitments.

## **VII. LOCATION OF WORK/FIRM**

This criterion relates to where and who will perform key work elements of the project, including the integration of subconsultants into the workflow.

Elements to be considered are:

- Has the consultant identified where the major work elements will be performed and who will perform the tasks involved?
- Has the consultant adequately explained how work performed at different locations, either by different offices of the prime or subconsultant(s), will be coordinated and monitored?

## **VIII. DBE PARTICIPATION**

This criterion relates to the prime consultant meeting the established DBE requirements.

Elements to be considered are:

- Past work experience with the prime.
- Compliance with the established goal.
- Demonstration of the firm having actively and aggressively made every effort to employ a DelDOT certified DBE firm if unable to meet the goal.

**Figure 3-6**  
**Notification of Shortlisted Firm Rating**

**NOTIFICATION TO INITIATING DIRECTOR OF  
RATING SHORTLISTED FIRMS**

TO: DIRECTOR OF  
FROM: CONSULTANT CONTROL COORDINATOR  
DATE:  
SUBJECT: CONSULTANT SHORTLIST PROCESS—AGREEMENT NO. \_\_\_\_\_

The Consultant Shortlist Committee has completed its evaluation of the consultant firms that responded with Expressions of Interest for the referenced agreement. A reduced candidate's list/shortlist of \_\_\_\_ firms was deemed appropriate for the formal selection process.

The following firms are submitted as candidates for the shortlist. If approved, these firms will be requested to prepare un-priced technical proposals and oral presentations.

Etc.

Your Office's recommendation for approval by the Secretary of the proposed short list is requested.

If you approve the proposed shortlist, please forward your recommendation to the Secretary for final approval so we may proceed with the formal selection process.

Recommended: \_\_\_\_\_ Date:  
Director of

Approved: \_\_\_\_\_ Date:  
Secretary,

**Figure 3-7**  
***Notification to Shortlisted Firms***

## **NOTIFICATION TO SHORTLISTED FIRMS**

Dear \_\_\_\_\_:

**SUBJECT:       CONSULTANT SHORTLIST PROCESS**  
**AGREEMENT NO.**

CONGRATULATIONS! The Delaware Department of Transportation has selected your firm as one of those that will be given an opportunity to submit a technical proposal and give an oral presentation for the above project.

You will be notified of a Pre-proposal Meeting in the very near future. This meeting will give your firm an opportunity to ask questions you might have pertaining to the project or our selection process. Our administrative procedures, scope of services, appropriate handouts, technical proposal instructions, and other pertinent information will be discussed. We request that you refrain from any additional contact with Department officials concerning this project until the Pre-Proposal Meeting.

You may feel free to contact this Office if you have any questions regarding our selection procedure for this project that cannot wait until the meeting.

Sincerely,

Consultant Control Coordinator

**Figure 3-8**  
***Notification to Firms Not Shortlisted***

**NOTIFICATION TO FIRMS  
NOT SHORTLISTED**

Dear \_\_\_\_\_:

SUBJECT;       **CONSULTANT SHORTLIST PROCESS AGREEMENT NO.** \_\_\_\_\_

Your firm was not shortlisted for further consideration on the referenced project. Your name will remain on our list to receive announcements for future projects. **It is the Department's policy not to provide debriefings for those firms that were not shortlisted.**

Technical proposals for further consideration will be requested from the following firms:

We appreciate the opportunity to review your submission and hope that your firm will continue to be interested in providing professional services for DelDOT.

Sincerely,

Consultant Control Coordinator

**Figure 3-9**  
***Selection Committee Process Initiation***

**SELECTION COMMITTEE PROCESS INITIATION**

TO: SELECTION COMMITTEE  
(Name)\_\_\_\_\_, DEBRIEFING OFFICER  
(Name)\_\_\_\_\_, CONSULTANT PROCEDURES COMMITTEE  
FROM: CONSULTANT CONTROL COORDINATOR  
DATE:  
SUBJECT: CONSULTANT SELECTION CONSULTANT AGREEMENT NO. \_\_\_\_\_

A meeting has been scheduled to discuss the selection process for the referenced project. The date, time and place for the meeting are:

DATE:

TIME:

PLACE: \_\_\_\_\_ CONFERENCE ROOM, ADMINISTRATION BUILDING

In preparation for the meeting, I am sending you the following:

- (1) An agenda for the meeting;
- (2) Approval of the shortlist and the names of the firms shortlisted;
- (3) Copies of rating sheets on previous consultant selections which can be modified to meet the criteria selected for this project; and
- (4) A copy of the Request for Consulting Services used to advertise the project.

Please review this information as thoroughly as possible before we meet so that rating criteria can be established quickly and the meeting time can be kept to a minimum. Also, during the meeting, we will be attempting to set the appropriate dates for the entire selection process. It would be advisable to bring your appointment books so that we can resolve any possible conflicts in scheduling quickly.

Enclosures

**Figure 3-10**  
***Request for Technical Proposals and Scheduling of Pre-Proposal Meeting***

**REQUEST FOR TECHNICAL PROPOSALS AND  
SCHEDULING OF PRE-PROPOSAL CONFERENCE**

(DATE)

Dear \_\_\_\_\_:

SUBJECT:       CONSULTANT SELECTION—AGREEMENT NO.

To promote a better understanding of what is expected on the referenced project, a pre-proposal conference has been scheduled as follows:

TIME:

DATE:

PLACE: \_\_\_\_\_ CONFERENCE ROOM  
TRANSPORTATION ADMINISTRATION CENTER  
DOVER, DELAWARE

The Delaware Department of Transportation will be requesting your firm to submit a Technical Proposal to perform services required for the referenced project. In addition to the Technical submission, you will be expected to offer an Oral Presentation. Each submission will be rated separately by the Department's Selection Committee. Rating criteria will be discussed at the pre-proposal meeting.

Six (6) copies of your Technical Proposal submission will be due no later than 3:00 P.M. on \_\_\_\_\_, 199  
\_. Proposals should be delivered to:

Consultant Control Coordinator  
Contract Administration Section  
Delaware Department of Transportation  
P.O. Box 778 (Across from the Blue Hen Mall)  
Dover, Delaware 19903

Any questions regarding proposal preparation following the pre-proposal conference should be directed by FAX to \_\_\_\_\_, Consultant Control Coordinator, FAX # \_\_\_\_\_.

We encourage that attendance at the pre-proposal conference be limited to those persons from your firm who will be involved in the day-to-day project activities.

Sincerely,

Consultant Control Coordinator

*Figure 3-11  
Pre-Proposal Meeting Agenda*

# **STATE OF DELAWARE**

## **PRE-PROPOSAL MEETING**

**AGREEMENT NO.: 825**

**MATERIALS INSPECTION AND TESTING  
CALENDAR YEARS 1996 & 1997**

**DELAWARE DEPARTMENT OF TRANSPORTATION**

*ANNE P. CANBY, SECRETARY*



Figure 3-11 (Continued)

Contract Administration  
(302)739-5282

<p style="text-align: center;"><b><u>TABLE OF CONTENTS</u></b></p> <p style="text-align: center;"><b><u>AGREEMENT NO.</u></b></p> <p style="text-align: center;"><b>PROJECT:</b></p>
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	<b><u>PAGES</u></b>
1. AGENDA	1 - 2
2. ORAL EVALUATION PREPARATION INSTRUCTIONS	3 - 5
3. SCORE SHEET–ORAL PRESENTATION	6 - 7
4. ORIGINAL REQUEST FOR CONSULTING SERVICES	8 - 15
5. SAMPLE PRICE PROPOSAL FORMAT & DELAWARE DOT POLICY INFORMATION RE: COST LIMITATIONS <u>(THIS IS FOR INFORMATIONAL PURPOSES ONLY. PRICE IS NOT DISCUSSED DURING THE SELECTION PROCESS.)</u>	16 - 17

October 12, 1995

BM

Figure 3-11 (Continued)  
Pre-Proposal Meeting Agenda

**A G E N D A**

<b>PRE-PROPOSAL CONFERENCE</b>	
<b>DATE:</b>	<b>NOVEMBER 21, 1995 (TUESDAY)</b>
<b>TIME:</b>	<b>10:00 A.M.</b>
<b>PLACE:</b>	<b>CENTRAL DIST. CONFERENCE ROOM— DOVER</b>
<b>AGREEMENT NO. 828</b>	
<b>PROJECT:</b>	<b>DELAWARE ROUTE 54 RECONSTRUCTION</b>
<b>ADMINISTRATOR:</b>	<b>OFFICE OF PRECONSTRUCTION CORRIDOR MGMT.</b>

- I. INTRODUCTIONS: BILL MANSHIP, CONSULTANT COORDINATOR,  
DelDOT**
- II. ADMINISTRATIVE: BILL MANSHIP, CONSULTANT COORDINATOR,  
DelDOT**
- A. TECHNICAL PROPOSAL DUE DATE.**
  - B. SCHEDULED DATE FOR ORAL PRESENTATIONS.**
  - C. EVALUATION PROCESS.**
  - D. FEE LIMITATIONS.**
- III. TECHNICAL/SCOPE OF WORK:  
ED KUIPERS, CORRIDOR MGMT. ENGINEER**
- IV. QUESTION/ANSWER PERIOD:  
MR. KUIPERS & CONSULTANT CANDIDATES**
- A. Question & Answer session will be recorded. State name & firm's name  
when asking questions. Transcripts from the tape are not available for  
distribution. The tapes are used for informational purposes only by our Selection  
Committee.**

Figure 3-11 (Continued)  
Pre-Proposal Meeting Agenda

Figure 3-11 (Continued)  
Pre-Proposal Meeting Agenda

\*\*\*\*\*  
\*\*\*\*\*

**A G E N D A (Continued)**

**V. SUMMARY**

Any further questions after today's meeting must be in writing  
(recommend using FAX) and directed to:

**Mr. William C. Manship  
Consultant Control Coordinator  
Delaware Department of Transportation  
P.O. Box 778  
Dover, DE 19903**

**FAX NO: 302-739-6119**

**EXPRESS MAILING ADDRESS:**

**DELAWARE DEPARTMENT OF TRANSPORTATION  
ADMINISTRATION CENTER  
ROUTE 113 SOUTH (ACROSS FROM BLUE HEN  
MALL/BLUE HEN CORPORATE CENTER)  
DOVER, DELAWARE 19901**

Figure 3-11 (Continued)  
Pre-Proposal Meeting Agenda

<p style="text-align: center;"><b>A G E N D A</b></p> <p style="text-align: center;"><b>PRE-PROPOSAL MEETING</b></p> <p><b>DATE: THURSDAY, OCTOBER 12, 1995</b></p> <p><b>TIME: 10:00 A.M.</b></p> <p><b>PLACE: EXECUTIVE CONFERENCE ROOM TRANSPORTATION ADMIN. BLDG. DOVER, DE</b></p> <p style="text-align: center;"><b><u>AGREEMENT NO. 823</u></b></p> <p style="text-align: center;"><b>3-YEAR OPEN-END CONTRACT ENVIRONMENTAL INVESTIGATIONS &amp; ASSESSMENT SERVICES</b></p>
--

- I. **INTRODUCTIONS**.....**BILL MANSHIP**  
.....**COORDINATOR**  
.....**DELAWARE DOT**
- II. **ADMINISTRATIVE PROCEDURES**.....**BILL MANSHIP**  
.....**COORDINATOR**  
.....**DELAWARE DOT**
- A. **DUE DATE FOR ORAL INTERVIEWS**
- B. **EVALUATION PROCESS**
- C. **FEE LIMITATIONS**
- III. **TECHNICAL/SCOPE OF WORK**.....**MARK TUDOR**  
.....**PROJECT ENGINEER**
- IV. **QUESTION/ANSWER PERIOD**..**MARK TUDOR &**  
.....**CONSULTANT CANDIDATES**

*Figure 3-11 (Continued)  
Pre-Proposal Meeting Agenda*

<b>A G E N D A (CONTINUED)</b>
--------------------------------

**IV. QUESTION/ANSWER PERIOD (continued)**

- A. The Pre-Proposal Meeting is being taped in its entirety. Transcripts from the tape are not available for distribution. They are used only to inform our Selection Committee since the committee membership is considered confidential.**
- B. When asking questions during the question-and-answer period, please wait for a recorder to be brought to whoever is presenting a question, and clearly state the individual's name, and the name of the firm represented.**

**V. SUMMARY**

**Any further questions after today's meeting must be in writing (recommend using FAX) and directed to:**

**William C. Manship  
Consultant Control Coordinator  
Delaware Department of Transportation  
P. O. Box 778  
Dover, DE 19903**

**FAX NO.: (302) 739-6119**

**EXPRESS MAILING ADDRESS:**

**Delaware Department of Transportation  
(Across from the Blue Hen Mall - U. S. 113)  
North End of the DelDOT Administration Center  
P. O. Box 778  
Dover, DE 19903**

**BM/m**

**OCTOBER 12, 1995**

Figure 3-11 (Continued)  
Pre-Proposal Meeting Agenda

MEETING STARTED:\_\_\_\_\_ DATE:

MEETING ADJOURNED:\_\_\_\_\_ BY:

PRE-PROPOSAL MEETING NOTES - AGREEMENT NO. 812

HIGHWAY SAFETY IMPROVEMENT PROGRAMS (HSIP)  
FISCAL YEARS '96, '97 & '98

1. DUE DATE FOR RECEIVING TECHNICAL PROPOSALS FOR THIS PROJECT IS SEPTEMBER 1, 1995 (FRIDAY).

\*\* 6 INDIVIDUAL COPIES OF THE TECHNICAL PROPOSALS ARE REQUIRED.

SUGGESTIONS FOR TECHNICAL PROPOSALS:

1. DON'T OVERWHELM US WITH A LOT OF WINDOW DRESSING.
  2. CONCENTRATE ON THE CAPABILITIES OF PROPOSED TEAM MEMBERS, HOW LONG WITH YOUR FIRM, TYPES OF INSPECTION WORK THEY HAVE PERFORMED, MANAGEMENT APPROACH.
  3. DEMONSTRATE STRATEGY USED TO PERFORM SIMILAR ASSIGNMENTS; DESCRIBE A SAMPLE PROJECT FROM BEGINNING TO END WOULD BE A GOOD EXAMPLE TO FOLLOW.
2. THE SCHEDULED DATE FOR ORAL PRESENTATIONS IS: SEPTEMBER 26, 1995 (TUESDAY).

\*\* ORAL PRESENTATIONS WILL BE HELD IN THE CENTER CONFERENCE ROOM.

Figure 3-11 (Continued)  
Pre-Proposal Meeting Agenda

Page 2

**PRE-PROPOSAL MEETING FOR AGR. NO. 812 (CONTINUED)**

March 20, 1996

3. THE EVALUATION PROCESS FOR THIS PROJECT WILL BE WEIGHED:

60% - TECHNICAL PROPOSALS - SCORE SHEETS PROVIDED

40% - ORAL PRESENTATION- SCORE SHEETS PROVIDED

A. THE ORAL PRESENTATION WILL CONSIST OF A TOTAL OF 1-HOUR PER CANDIDATE; **30 MINUTES FOR THE FIRM'S PRESENTATION & 30 MINUTES WILL BE DEVOTED TO A QUESTION & ANSWER PERIOD BY THE SELECTION COMMITTEE.** THE TIME PERIOD WILL BE ADHERED TO RATHER STRICTLY, SO CONSIDER THAT WHEN PREPARING. THERE WILL BE APPROX. 15 MIN. ALLOTTED FOR SET-UP TIME.

ANY FIRM THAT IS MORE THAN 30 MINUTES LATE FOR ITS ASSIGNED BEGINNING TIME IS AUTOMATICALLY DISQUALIFIED AND WILL NOT BE ALLOWED TO MAKE ITS PRESENTATION, UNLESS THERE ARE EXTREME CIRCUMSTANCES.

B. WE WOULD LIKE FOR YOU TO INVOLVE YOUR *KEY PERSONNEL* AS MUCH AS POSSIBLE DURING THE INTERVIEW SESSION, AND IF POSSIBLE PROVIDE SOME TYPE OF VISIBLE I.D. FOR EACH OF THE TEAM MEMBERS (NOTHING ELABORATE). Any key personnel changes from the SF 255 that was submitted with your original Letter of Interest should be specifically noted in your Technical Proposal.

Figure 3-11 (Continued)  
Pre-Proposal Meeting Agenda

Page 3

**PRE-PROPOSAL MEETING FOR AGR. NO. 812 (continued)**

**March 20, 1996**

**4. OVERHEAD IS LIMITED TO A MAXIMUM OF 123% ON THIS PROJECT.**

A. SALARY RATE MAXIMUMS FOR THE VARIOUS OCCUPATIONS CLASSIFICATIONS WILL BE ESTABLISHED DURING THE NEGOTIATION STAGE; I.E. SALARIES WILL BE BILLED AT ACTUAL RATES BUT CANNOT EXCEED THE MAXIMUM RATE ESTABLISHED DURING PRICE NEGOTIATIONS. THESE PROPOSAL RATES AND YOUR PRICE PROPOSAL WILL BE CONSIDERED AN EXHIBIT TO & REFERENCED IN YOUR AGREEMENT.

B. PROFIT/FIXED FEE WILL BE NEGOTIATED BY THE CONTRACTING OFFICER.

C. COMPUTER AND CADD COSTS ARE NOT ALLOWABLE AS A DIRECT CHARGE TO THIS PROJECT.

D. **EMPHASIZE THAT PRICE QUOTATIONS ARE NOT A REQUIREMENT DURING THE SELECTION PROCESS**

**5. ITEM NO. 5 IN THE TABLE OF CONTENTS REFERS TO A SAMPLE PROPOSAL & OTHER COSTING DATA. THIS IS FOR INFORMATIONAL PURPOSES ONLY. THIS GIVES A FAIRLY COMPREHENSIVE DESCRIPTION OF HOW WE CONTRACT IN DELAWARE. IF YOU FIND THAT THESE GUIDELINES ARE NOT IN YOUR BEST INTEREST TO WORK FOR DELAWARE DOT, NOW IS THE TIME TO MAKE THAT DECISION. WE ARE MOST ANXIOUS TO DO BUSINESS IN THE CONSULTANT COMMUNITY, BUT WE DO WANT YOU TO KNOW THE GROUND RULES GOING IN AND DO NOT EXPECT PROPOSAL SUBMISSIONS TO EXCEED OUR CURRENT LIMITATIONS. THESE LIMITATIONS APPLY TO SUBS AS WELL AS THE PRIME CONSULTANT.**



Figure 3-11 (Continued)  
Pre-Proposal Meeting Agenda

Page 4

**PRE-PROPOSAL MEETING FOR AGR. #812**

**March 20, 1996**

6. QUESTIONS AFTER TODAY'S MEETING MUST BE DIRECTED TO MY OFFICE, AND THE RESULTING QUESTION(S) & ANSWER(S) WILL BE SHARED EQUALLY AMONG ALL CANDIDATES.

A. MY OFFICE'S FAX NO. IS INCLUDED IN THE AGENDA HANDOUT AND OUR EXPRESS MAILING ADDRESS IS ALSO INCLUDED IN THE HANDOUT.

7. **THE SELECTION COMMITTEE APPOINTMENTS ARE CONFIDENTIAL.**

A. ONCE A SELECTION IS MADE, THERE WILL BE A DE-BRIEFING PERSON APPOINTED TO TALK WITH THE UNSUCCESSFUL CANDIDATES IF THEY SO DESIRE. YOU WILL BE NOTIFIED REGARDING WHO TO CONTACT. PLEASE ALLOW 2 - 3 WEEKS BEFORE MAKING THE CONTACT. WE WOULD APPRECIATE IT IF YOU WOULD NOT CONTACT INDIVIDUAL MEMBERS OF THE SELECTION COMMITTEE REGARDING THE FINAL SELECTION PROCESS. **THE DEPARTMENT IS MOST ANXIOUS TO HAVE THIS MATTER HANDLED BY THE CHAIRPERSON ONLY.**

- B. **ATTEMPTS TO CONTACT DEPARTMENTAL PERSONNEL DURING THE EVALUATION PROCESS COULD RESULT IN DISQUALIFICATION FROM THE SELECTION PROCESS.**

8. OTHER:


*Figure 3-12  
Typical Technical Proposal Instructions*

**Contract  
Administration  
(302) 739-5282**

<b>TECHNICAL PROPOSAL PREPARATION INSTRUCTIONS</b>
--

**SUBJECT: AGREEMENT NO.**

Each shortlisted consultant shall review the material furnished by the Delaware Department of Transportation (DelDOT). The consultant shall prepare and submit a Technical Proposal demonstrating their approach to the work. Technical proposals shall be prepared according to the following requirements.

**PROPOSAL FORMAT**

An in-depth proposal covering all phases of the project should be submitted. To facilitate review, the proposals should be structured in the following format with work involving each of the phases clearly separated.

- Table of Contents.
- Project Team (Includes subconsultants).
- Firm's Capabilities & Commitments (Include subconsultants).
- Project Understanding and Services Required.
- Manpower schedules.
- Project Management.
- The proposal should list two (2) client references. The references should be for projects that relate as closely as possible to the project for which you are being considered. If possible, select references for projects where some key personnel proposed for this project were involved and designate those projects accordingly.

For references, list project name, client liaison, address, and phone number. Please ensure that the liaison person and phone number for the references given are valid.

*Figure 3-12 (Continued)*  
*Typical Technical Proposal Instructions*

**PAGE 2**

**TECHNICAL PROPOSAL PREPARATION INSTRUCTIONS (continued)**

- Other Pertinent Information. **Do not enclose any Company brochures or promotional materials).**

**Six copies of the complete Technical Proposal should be submitted.** The name and telephone number of the firm's contact person should be included.

**PROPOSAL CONTENTS**

The in-depth proposal should define in detail the consultant's approach to the project. Please include the level and type of staffing anticipated throughout the project. The level of involvement anticipated from DelDOT should also be described.

Identify the key personnel to be used on this project. Provide an experience history for a maximum of 10 personnel (maximum 1 sheet per person). Please indicate if the key personnel listed are presently employed by your firm and their length of service.

- (1) **Any key personnel listed in the proposal that are not presently employed by your firm should be noted as such and the name of their present employer provided.**
- (2) **Any change in key personnel listed in the SF 255 portion of your Letter of Interest submission vs. who you plan to use on the project should be specifically noted.**
- (3) **Any changes in key personnel from the time of your Technical submission and the time you give your Oral Presentation should be brought to the attention of the DelDOT Consultant Control Coordinator immediately.**

There are no MBE/WBE goals associated with this consultant contract.

*Figure 3-12 (Continued)*  
*Typical Technical Proposal Instructions*

**PAGE 3**

**TECHNICAL PROPOSAL PREPARATION INSTRUCTIONS (continued)**

**PROPOSAL SUBMITTAL**

Technical proposals shall be due at 4:30 P.M. on **March 15, 1994** at the office of:

William C. Manship, Consultant Control Coordinator  
Contract Administration Office  
Department of Transportation  
P. O. Box 778 (Across from Blue Hen Mall)  
Dover, DE 19903

Phone: (302) 739-5282  
FAX: (302) 739-6119

**FEDERAL EXPRESS ADDRESS:**

DELAWARE DEPARTMENT OF TRANSPORTATION  
HIGHWAY ADMINISTRATION BUILDING  
RTE. 113 SOUTH (ACROSS FROM BLUE HEN MALL)  
DOVER, DE 19901

The Contract will be established on a task order basis. Contractual arrangements will be on a cost-plus-fixed-fee basis with a maximum allowable overhead set at **105 %**. The cost schedule will be negotiated following selection of the consultant, at which time the scope of the desired services may be further defined.

The Department's Selection Committee will evaluate the information presented on the Technical Proposal submissions separately from the Oral Presentations. **The Technical Proposal will account for 65% of the total evaluation score; the Oral Presentation will account for the remaining 35%.**

One (1) copy of all Technical Proposals will be kept for file for a maximum period of 45 days after approval by the Department's Secretary. Thereafter, only the successful candidate's Technical Proposal submission will be kept in the project file.

**Date: FEBRUARY 17, 1994**

Figure 3-12 (Continued)  
Typical Technical Proposal Instructions

**PROPOSAL FORMAT AND OTHER COSTING INFORMATION**  
**COST-PLUS-FIXED-FEE PROPOSAL FORMAT**

***DIRECT LABOR (MUST SHOW A RANGE FROM LOW RATE TO MAXIMUM FOR EACH CLASSIFICATION):***

*(Job Classification)*

\_\_\_\_HRS. from \$\_\_\_\_HR. to..... \$\_\_\_\_/HR.

*(Job Classification)*

\_\_\_\_HRS. from \$\_\_\_\_HR. to..... \$\_\_\_\_/HR.

*(Job Classification)*

\_\_\_\_HRS. from \$\_\_\_\_HR. to..... \$\_\_\_\_/HR.

***TOTAL DIRECT LABOR***

***FRINGE BENEFITS & OVERHEAD COMBINED NOT TO EXCEED 123% OF DIRECT LABOR*** \$

***PROFIT (NEGOTIATED BY CONTRACTING OFFICER & APPLIED TO DIRECT LABOR & COMBINED FRINGE BENEFITS & OVERHEAD ONLY)*** \$

***TOTAL DIRECT LABOR, INDIRECT COST & PROFIT***

***DIRECT EXPENSES:***

1. Mileage (      miles @ \$      ) \$

2. Per diem (      days @ \$      ) \$

3. Printing \$

*(Itemize other direct expenses normally billed to clients)* \$

***TOTAL DIRECT EXPENSES***

***TOTAL PROPOSED PRICE*** \$

***“FOR INFORMATIONAL PURPOSES ONLY”***

Figure 3-12 (Continued)  
Typical Technical Proposal Instructions

PAGE 2

**PROPOSAL FORMAT AND OTHER COSTING INFORMATION (CONTINUED)**

**NOTE: THERE IS NO MARK-UP OR ADMINISTRATIVE COST ALLOWABLE ON DIRECT EXPENSES OR SUBCONSULTANT/SUBCONTRACTOR COSTS.**

\*\*\*\*\*

**DEPARTMENTAL PRICE LIMITATIONS ARE:** **CURRENT**

1. **INDIRECT COST FOR DESIGN, PLANNING, ETC.....123.00%**

2. **INDIRECT COST FOR ENVIRONMENTAL PROJECTS INVOLVING HANDLING OF HAZARDOUS MATERIALS.....150.00%**

3 **.INDIRECT COST FOR CONSTRUCTION INSPECTION.....105.00%**

**4. COMPUTER & CADD COSTS ARE NOT ALLOWABLE AS A DIRECT CHARGE TO A PROJECT.**

**5. PROFESSIONAL LIABILITY INSURANCE IS NOT ALLOWABLE AS A DIRECT CHARGE TO A PROJECT.**

**IF YOU PROPOSE TO USE AN ALL-INCLUSIVE HOURLY RATE FOR BILLING, IT IS STILL NECESSARY FOR YOU TO INDICATE A BREAKDOWN OF HOW THE RATE WAS DETERMINED TO ENSURE THAT THE COMPONENTS DO NOT EXCEED THE PRESCRIBED DEPARTMENTAL LIMITATIONS.**

**THE USE OF A MULTIPLIER IS PERMISSIBLE WHEN DEVELOPING A PRICE PROPOSAL, HOWEVER AS IN THE CASE OF ALL-INCLUSIVE BILLING RATES THE COMPONENTS OF THE MULTIPLIER CANNOT EXCEED THE DEPARTMENTAL LIMITATIONS FOR SALARY RATES, AND INDIRECT COST.**

**BM/m**

<b>“FOR INFORMATIONAL PURPOSES ONLY”</b>
--

**Figure 3-13**  
***Pre-Proposal Meeting Minutes Transmittal to the Selection Committee***

**PRE-PROPOSAL CONFERENCE MINUTES TRANSMITTAL  
TO THE SELECTION COMMITTEE**

TO: SELECTION COMMITTEE

(Name)\_\_\_\_\_, DEBRIEFING OFFICER

(Name)\_\_\_\_\_, PROCEDURES COMMITTEE MEMBER

FROM: CONSULTANT CONTROL COORDINATOR

DATE:

SUBJECT: CONSULTANT AGREEMENT NO.

Enclosed for your information is a copy of the notes that were taken during the Pre-Proposal Meeting held on \_\_\_\_\_. Also, enclosed is a copy of the Pre-Proposal Meeting handout that was provided the firms in attendance.

The schedule for the remaining portion of the selection process is included. Please notify this office immediately of any conflicts with the proposed schedule.

If you have any questions, please call this office.

**Figure 3-14**  
***Technical Proposals, Score Sheets and Review Guidelines Transmittal***

**TECHNICAL PROPOSALS, SCORE SHEETS AND REVIEW  
GUIDELINES TRANSMITTAL**

TO: SELECTION COMMITTEE  
FROM: CONSULTANT CONTROL COORDINATOR  
DATE:  
SUBJECT: CONSULTANT AGREEMENT NO.

The following is being provided regarding the consultant selection process for the referenced project:

- #1—Technical Proposals for the shortlisted firms
- #2—Technical Score Sheets
- #3—Review Guidelines
- #4—Schedule of dates for Selection Process.

Scoring of the Technical Proposals should be completed by \_\_\_\_\_.

A meeting is scheduled at \_\_\_\_ A.M. in the \_\_\_\_\_ Conference room on \_\_\_\_\_, to turn in the technical proposal score sheets and develop questions for the Oral Presentations.

It is advisable that each Committee member develops some questions of their own as they review each firm's Technical Proposal.

If you have any question regarding the selection process of this very important and highly visible project, please call this office.

Thanks for your assistance in this most important selection process.



**Figure 3-15**  
**Typical Technical Proposal Score Sheets**

Agreement No. \_\_\_\_\_ Project Name: \_\_\_\_\_

date: \_\_\_\_\_

Scored by: \_\_\_\_\_ Committee Members: \_\_\_\_\_

Item	Description	Value X Wt	Firm	Firm	Firm
1. Project Team	Qualifications & relevant individual experience. Unique qualifications of key members to project. Time commitment of key members. Team experience on similar projects	(1-10) X			
2. Firm Resources & Capabilities	Demonstrated capability on similar project. Commitment as to keeping key staff on job. Other on-going project & priorities & impact on key staff members.	(1-10) X			
3. Project Understanding and Approach	Demonstrate knowledge of work required. Complete & comprehensive explanation of work process. Logical course(s) of action to meet project goals. Environmental/aesthetic consideration. Provide understanding of project impacts/impediments & conflicts. Innovative approaches.	(1-10) X			
4. Project Management	Experience & performance of the Proj Mgrs relating to managing projects of this size. Proj Mgrs plan to maintain quality control, cost control, & management of subconsultants, outside agencies, & public.	(1-10) X			
5. Schedule	Schedule by task & phase; for prime consultant & subconsultants internal measures proposed for timely completion. Person responsible for schedule.	(1-10) X			
6. Location of Work	Identify all major work elements and location where they will be performed. Offices where work will be performed by the prime consultant & subconsultants.	(1-10) X			
7. References (5)	Timely performance, within budget, quality of work. Constructibility of project design. Name of client liaison, address, phone no.	(1-10) X			
TOTAL					
			X %	X %	X %
(TECHNICAL SCORE WILL REPRESENT ____% OF THE TOTAL OVERALL SCORE)					
GRAND TOTAL					

**FOR SCORING:**

1. USE WHOLE NUMBERS WHEN DETERMINING THE VALUES
2. FOR GRAND TOTAL, ROUND OFF SCORE TO NEXT HIGHEST NUMBER; FOR EX. 1.635 = 1.64
3. SCORING IS ON A SCALE OF 1-10; 10 IS CONSIDERED THE TOP SCORE; SCORES CAN NOT GO ABOVE 10 OR BELOW 1

*Figure 3-16  
Guidelines for Reviewing Consultant Technical Proposals*

## **GUIDELINES FOR REVIEWING CONSULTANT TECHNICAL PROPOSALS**

These guidelines are for use by Selection Committee members in preparing their Technical Proposal Scoring Sheet. The proposals are rated against what the Department expects and requires for a successful completion of a particular project. Each project is unique with its own special requirements and problems. Therefore, each committee must determine the value of a particular item and its weighted value in relation to the total items to be scored. New or additional items may be added by the Committee depending upon the complexity or uniqueness of the project being discussed.

For preparing the technical proposal, the Consultant, at the Pre-Proposal Meeting, is given a detailed presentation on the project scope by the Project Manager, a written copy of the scope of work, a description of the evaluation process, a copy of the rating criteria with weighted values, and instructions on how to prepare the proposal.

The following elements are those most commonly used to score technical proposals .

### **I. SCORING CRITERIA**

- **Project Understanding.** This element is evaluated to determine if the firm has a thorough knowledge of what must be done to satisfactorily complete the project.
- **Work Plan/Project Approach.** This element is evaluated to determine how the firm plans to accomplish the work as outlined in the Scope of Work, their capability to perform these services accurately and within the time schedule, and how they plan to solve or mitigate any identified special problems.
- **Firm's Resources, Capabilities and Commitments.** This element is evaluated to ascertain whether the firm possesses the necessary total resources, capability to staff, and corporate commitment to assign and maintain key staff team members to complete a successful project.
- **Project Team.** This element is rated by evaluating the key staff members with the major project responsibilities versus their area(s) of expertise, years of experience, professional or technical qualifications, and past experience and responsibilities individually and as a team.
- **Current and Past Performance.** This element is rated by the consultant's actual performance on previous and current projects, for DelDOT or other agencies.
- **Project Management.** This element evaluates how the team will be organized, how responsibilities are divided or shared, how tasks outside the Project Manager's direct control are prioritized and monitored, how costs will be managed and how quality control will be maintained.
- **Schedule.** This element rates the reasonableness of the proposed schedule as it relates to work tasks versus estimated time to complete and the assignment of resources to accomplish the task on schedule. A firm's presentation of a schedule that shortens or extends that proposed by the Department should be evaluated on the same basis and with the same intensity as those firms who show meeting all the desired completion times.

*Figure 3-16 (Continued)  
Guidelines for Reviewing Consultant Technical Proposals*

- **Location of Work.** This element is rated on where a work task will be performed, what the importance of that task is to the overall success of the project, who will perform it, and how it will be coordinated with the rest of the project.
- **Innovative Concepts.** For unique or specialized services, one of the items in the scope of work may be a requirement for all firms to present new and different ideas for problem solving or approaches to a project. Occasionally, even on what appears to be a routine project, a firm may present a new and innovative approach. In both cases, unless the firms had been expressly instructed otherwise in the pre-proposal phase, the ideas set forth should be seriously evaluated for their content, validity, reasonableness and applicability. Even the most routine projects have a uniqueness in some aspect.

## **II. PROJECT UNDERSTANDING**

This section of the proposal should provide enough information to convince the reviewer that the Consultant is thoroughly familiar with what needs to be done to properly complete the project.

At the Pre-Proposal meeting of the Selection Committee, members are given a detailed presentation on the project scope, critical issues, problem areas, unique features, and special requirements, either by work task or staff expertise, and are advised by the Project Manager as to what it will take to make a successful project. For multi-phased projects, it is very important that the Selection Committee be presented the total project needs, not just the initial phase.

The proposal should be reviewed to ensure that the project-specific features have been adequately detailed. The reviewer does this by preparing a checklist of items to complete the project. The checklist should be an outline of the major items included in the scope of work. The overall quality of response should reflect, in the judgment of the reviewer, how well and in how much detail the consultant has responded to the major items in the scope of work or as identified by the Project Manager.

The reviewer should develop a checklist of any project-specific criteria that may be unique to this project. The proposal is then reviewed to judge the quality and completeness of the Consultant's response.

The reviewer should develop a checklist of specifications, standards, and general criteria that may have been identified in the scope of work or by the Project Manager as being applicable to this project. The proposal is then reviewed to judge the quality and completeness of the Consultant's response.

The reviewer should develop a checklist of previously identified specific problems related to the project. The proposal is reviewed to ensure these problems have been adequately addressed. If the Consultant identifies additional problems that the reviewer feels really exist, the rating should be adjusted accordingly.

All subconsultants should be aware of their proposed work assignments and responsibilities. Appropriate evidence of this knowledge should be documented in the proposal. There should be an indication in the proposal that both the prime and the subconsultant have field reviewed the project site.

The Project Understanding Section of the proposal should be original and not just a repeat of the furnished Scope of Work. The Consultant should clearly demonstrate an understanding of the requirements of the project. The proposal should be reviewed to ascertain whether the information is presented in a clear, concise, and easily understood manner. The information presented should be accurate and pertinent to the project.

*Figure 3-16 (Continued)  
Guidelines for Reviewing Consultant Technical Proposals*

### **III. WORK PLAN/PROJECT APPROACH**

This section of the proposal should show how the Consultant plans to accomplish the services outlined in the Scope of Work.

When reviewing this category of the proposal the reviewer should determine if there is a logical and reasonable progression of tasks which will lead to the best possible project.

This category is particularly important when reviewing the prime's relationship with the sub-consultants and clearly presents the sub-consultants' responsibilities in the work plan. The work plan should accurately explain how the work tasks will be accomplished. Describing tasks and responsibilities clearly outside the Scope of Work or unrelated to the project should not be considered a plus when rating this category.

The Consultant must thoroughly explain the various tasks and procedures involved in completing the project. The detail presented should be to a level at which the reviewer is convinced the Consultant has a complete understanding of the project.

As a minimum, all tasks as outlined in the Scope of Work should be discussed. If the Consultant recognizes and discusses items that were not in the Scope of Work, but in fact will be required to make the project a success, the reviewer may want to consider this as a plus in evaluating this category.

The schedule presented in this portion should be carefully evaluated for agreement with the proposed work plan, the major tasks outlined in the scope of work, any milestones or phasing key to the project, and reasonableness of estimated time to complete each task. The schedule should identify and relate any sub-consultant's participation because the prime has less control over a subconsultant's performance.

The Consultant must explain how the firm intends to solve any special problems that have been specifically identified in the Scope of Work. Committee members may want to rate firms higher with innovative solutions to special problems that make sense, are economical, and are realistic. The reviewer should evaluate the proposed work plan as to its originality, its clarity in demonstrating understanding of the requirements of the project, and if the information presented is accurate and pertinent to this project.

### **IV. FIRM'S RESOURCES, CAPABILITIES AND COMMITMENTS**

Most projects assigned to consultants involve the long-term use of a firm's resources, including personnel, equipment, material, and physical plant. The firm must have the ability to supply and sustain these resources both financially and by corporate commitment throughout the duration of the project and especially when meeting key milestones. A project will have its peaks and valleys in resource needs, and the firm should demonstrate capability to meet these varying needs.

This portion of the proposal is very critical to a project's success. However, it is one of the most difficult to evaluate. Many firms maintain a core staff of permanent employees and supplement this staff with employees from other offices or contract employees to meet project needs as they develop. Because of this, evaluation of the key staff's past experience, performance and employment record becomes even more important. Stability of the key team members both as individuals and as a team should be considered a plus for the team.

The firm's past performance on projects similar in nature will also be an indication of the firm's strengths in these areas. The proposal will normally indicate the total available staff, broken down into disciplines and/or classifications.

*Figure 3-16 (Continued)  
Guidelines for Reviewing Consultant Technical Proposals*

There may be a further breakdown provided for each office, if the firm is not centralized. Total staff is an indication of a firm's capabilities but could be misleading if the firm is already over-committed to other projects. This is also a difficult element to analyze since the start-up for the project being considered may take several months and other projects being developed by the firm will be at various stages of completion with varying resource demands. The reviewer should not have to labor over making a reasonable determination of the firm's status in this area. The consultant should present enough information to convince the reviewer that the firm is adequately prepared to meet the resource requirements of the project.

The past performance of a firm is important to the extent that the proposed team members were participants in the previous projects described. The technical qualifications of team members are important. Equally important to a successful project is the stability of the team's key members and the firm's commitment to support the team.

## **V. PROJECT TEAM**

The Consultant's Project Team rating is based upon the resumes of the team members as submitted by the firm. The reviewer needs to concentrate only on those staff members having key responsibilities for the project. When rating these individuals, consider professional/technical registrations and/or certificates, years of relevant experience, type of experience (technical and managerial), education, and number of years with the current firm. Registrations include professional licenses such as Professional Engineer, Registered Land Surveyor, Registered Landscape Architect, or Registered Geologist, as defined by State Law. Technical certifications include NICET (National Institute of Certification in Engineering Technologies), Computer Technology or related fields, Environmental Monitoring, Environmental Analysis, Environmental Abatement, Archeology, Historic Structure Identification or other recognized certification in a specialty field.

All such licenses and certifications should be evaluated as to their relevancy to the project being considered. The reviewer should be aware that for public works projects involving the safety of the public at least one person in responsible charge must hold a Delaware Registration in the primary field of expertise in which the project lies and be legally capable of signing and affixing a valid seal (stamp) to the final product being submitted.

The Expression of Interest, Scope of Work, or other document may have identified a particular professional license or expertise in which the firm's team members must show particular compliance and competence. The reviewer should ensure that the proposed team meets these requirements.

The team's experience is to be evaluated both as individuals and as a team. Past responsibilities on projects should be identified as they relate to those expected on the project being considered. Each past project should include the individual's function on that project. The proposal should be reviewed to ensure that the individual's function proposed on this project is similar to that performed on recent projects or is consistent with expected professional growth. Instructions given on how to prepare the proposal will limit the number of projects and time frame for which the experience portion of the resume should be developed. A staff member's entire employment history could be considered a detriment to the clarity and conciseness of a proposal. In reviewing the team's qualifications, performance as a team on current or past DelDOT projects or on similar projects for other agencies should be evaluated.

Two members of the team are of particular concern and should be evaluated in more depth than some of the more minor members. These two individuals are the Project Manager and/or the Project Engineer. Together they represent the key to a successful project. In addition to their professional qualifications, it is important to determine their ability to work together. Even more important is to determine whether or not they have the ability within the corporate structure to acquire, select, and assign the right combination of material, physical and personnel resources necessary to control project quality, development and schedules. A commitment from a firm's corporate member does not necessarily translate to action at the project level. This is particularly critical if the firm has limited resources to draw upon.

Each Reviewer will have to determine the quality and appropriateness of the team's indicated educational background as it relates to the various tasks to be completed and the assigned levels of responsibilities.

## **VI. LOCATION OF WORK**

Location of Work does not necessarily refer to the project location. The actual location where the various prime and sub work tasks will be performed is often more important. This element could be very relevant or of little to no significance depending upon the type of project being considered. The entire needs of a project must be considered, especially if phasing of the work is anticipated.

Many firms have multiple offices with specialized staff, function, and equipment assigned to that particular location, under the control of one of the principals. This can even occur in the same building, depending upon the corporate organizational structure. The Project Manager may have complete control of the resources within the Manager's Division or office but none outside of that area.

For instance, it is possible that the CADD, printing, geotechnical investigation, and survey operations could all be under separate managers. A request by DelDOT's Project Manager may be only one out of many to be contended with. The reviewer must be able to sift through the presentation and determine if, in fact, the Project Manager or at least one or two of the top two team members have in the past demonstrated their ability to successfully coordinate activities even if not under their direct control.

Demonstrated ability and experience with coordinating the use of subconsultants is also a critical concern when evaluating a team's experience.

## **VII. PROJECT MANAGEMENT**

Project Management includes the review of the team's organizational structure, assignments of responsibility, task monitoring procedure, use and control of subconsultants, method of controlling person-hour utilization and budget, scheduling and quality control.

The proposal should describe how the consultant will coordinate the various work tasks with the Department, subconsultants, outside agencies, the public, and within its own organization, particularly if several professional disciplines are to be used. Lines of authority and responsibilities should be clear and under the Project Manager's control.

If special or difficult coordination problems have been identified in the Scope of Work or at the Pre-Proposal Meeting, the reviewer should ensure that these have been specifically addressed.

**Figure 3-16 (Continued)**  
**Guidelines for Reviewing Consultant Technical Proposals**

**VIII. SCHEDULE**

As part of the instruction package distributed for preparing the proposal, the Department normally provides an anticipated time frame, in months, for the total time estimated to complete the project. For projects that are to be phased, the time frame for completion of the first phase is given. Since the project could be dropped, recycled, or the scope significantly changed depending upon the results of phase one, it is not practical, or in most cases even possible, to place a time frame on subsequent phases.

Except in special cases, the Department does not provide a further breakdown in scheduling. In fact, this is part of the reviewer's evaluation of the proposal, to determine if the consultant recognizes the key task elements. The proposal should include a schedule, usually in bar chart form. The schedule will show the major key tasks and the consultant's estimate of time to complete each task. Any interdependence of functions and use of subconsultants should also be integrated into the schedule.

The reviewer's job is to determine if the key elements have been identified, the interrelationships are reasonable, and the time proposed to complete each task is realistic. The schedule may or may not include delays due to various reviews during project development. Frequently, turnaround time for reviews can be quite lengthy and unpredictable. Therefore, the consultant may choose to just present the actual estimated time to complete the task itself.

The project schedules on some projects may be overly optimistic and therefore unrealistic. Frequently, projects are not completed "under or within budget and on time." For these reasons, proposed schedules that project more or less time should be evaluated with an open mind, rather than rejecting them immediately as invalid. The reviewer must determine the validity of the schedule and the adequacy of the consultant's defense of the schedule as presented.

**IX. INNOVATIVE CONCEPTS**

The Scope of Work may identify some element of the project for which the Department does not have a satisfactory method of resolving. The scope may leave this problem area open for the each consultant to present their best solution. In some cases, the solution presented could be the key element upon which the proposal will be evaluated.

Many projects are very similar in the work task requirements and may not be suitable for the introduction of new and innovative approaches. However, the philosophical idea that "we have always done it that way" should not be fixed in a reviewer's mind. Unless firms have been instructed to the contrary during the pre-proposal phase, the introduction of new ideas and processes should not be ignored. Instead, the reviewer should evaluate innovative concepts for being realistic and of value. Perhaps the concepts will allow the project to flow better and be more successful. The reviewer should determine if the firm's suggestions are valid. Firms realize that presenting innovative ideas is risky and do not normally do so unless they really believe that their suggestions will produce a better project.

*Figure 3-17  
Oral Presentations Schedules*

## **SCHEDULING OF ORAL PRESENTATIONS**

(DATE)

Dear \_\_\_\_\_:

SUBJECT: ORAL PRESENTATIONS—AGREEMENT NO.

During the Pre-Proposal Meeting that was held on \_\_\_\_\_, it was indicated that a date and time would be established for oral presentations on the referenced project. Your firm's oral presentation appointment for the referenced project has been scheduled as follows:

DATE:

TIME:

PLACE:

We have allotted one (1) hour for your interview session with our Selection Committee. We are asking that you limit your presentation to no more than 30 minutes. The remainder of the time will be dedicated to a question-and-answer period by the Selection Committee. Please limit the participants for your team to those who will be intimately involved in the project. Please provide a visible means of identification for those members representing your project team who will be participating in the presentation. Unless there are extreme circumstances, any firm that is more than 30 minutes late for their appointment will be disqualified.

Please advise this office a week in advance if there are any aids that we may be able to provide to assist in your presentation.

Sincerely,

Consultant Control Coordinator



**Figure 3-18**  
**Oral Presentation Administrative Procedures**

ORAL PRESENTATIONS—AGREEMENT NO. PROJECT NO.
---

1. OPENING REMARKS
--------------------

Introduce Panel:

2. GROUND RULES FOR PRESENTATION
----------------------------------

A. As indicated previously, you have approximately 30 minutes for your presentation; the remaining 30 minutes will be devoted to questions and answers by the Committee.

B. We are interviewing the \_\_\_\_ firms that were shortlisted today. I will be making a very dedicated effort to keeping this interview process on time. I will try to notify both you and our Committee when there are approximately 5 minutes left for the various portions of the presentation effort.

3. DEBRIEFING OFFICER
-----------------------

A debriefing officer is named from this panel to be available to discuss the results of the Department's final selections. You will be notified as to who that individual is when our selections are made. If your firm is not selected, do not contact individual panel members for debriefing. One month from the time of the selection notification is the maximum allowable time for debriefing unless scheduling problems exist. It normally takes us about 10 days to assemble the debriefing information, and appointments should be arranged to follow that 10-day period.

4. VOTING PROCESS
-------------------

The voting process will be completed within several days. Notification to the firms will be pending final approval by the Department's Secretary.

5. PROCEED WITH INTERVIEWS
----------------------------

**Figure 3-19**  
***General Reasons for Conducting Oral Presentations***

### **GENERAL REASONS FOR CONDUCTING ORAL PRESENTATIONS**

1. Ensure team members are conversant with proposal and understand the proposal.
2. Meet team personally, meets the people who will actually do the work.
3. Provides opportunity to ask specific questions not included in the technical proposal and get more details.
4. Verify qualifications, expertise and project approach.
5. Clarify areas of technical submission that are not clear.
6. Ascertain depth of experience.
7. Judge presentation skills, if public involvement is an important part of the project.
8. Determine general knowledge of subject matter.
9. “Pin down” consultant on any questionable claims that may have been included in the technical proposal.
10. Determine knowledge, skills and work style of the consultant's staff.
11. Judge abilities of consultants first-hand and face-to-face.
12. Judge how well key staff will be able to work with Department personnel.
13. Discuss options for modifying the scope of work and time schedule if necessary.
14. Determine level of commitment to project.

Figure 3-20  
Typical Oral Presentation Rating Sheets  
(Used in Combination with technical proposal score sheets)

<p style="text-align: center;"><u>AGREEMENT NO.</u></p> <p>PROJECT:</p> <p style="text-align: center;"><u>ORAL PRESENTATION RATING SCORE SHEET</u></p>
--

**ELEMENTS**

1. QUESTION AND ANSWERS.....  
(To be developed on receipt of Technical Proposals)
2. APPROACH TO THE PROJECT.....
3. FAMILIARITY WITH THE PROJECT .....
4. OVERALL PRESENTATION .....
- TOTAL POINTS.....1.00 =====

**FOR SCORING:**

1. USE WHOLE NUMBERS WHEN DETERMINING THE VALUES.
2. FOR GRAND TOTAL SCORES ROUND OFF SCORE TO NEXT HIGHEST NUMBER; FOR EXAMPLE 1.635 = 1.64.
3. SCORING IS ON A SCALE OF 1 to 10. 10 IS CONSIDERED THE TOP SCORE. YOU CANNOT SCORE A FIRM HIGHER THAN 10 NOR LOWER THAN 1.

**Figure 3-20**  
**Typical Oral Presentation Rating Sheets**  
*(Used in Combination with technical proposal score sheets)*

**ORAL PROPOSAL RANKING FORM**

AGREEMENT NO. \_\_\_\_\_

REVIEWER:

PROJECT DESCRIPTION:

RATING % FACTOR * (1? 10) =					
1. Question/Answer .50 * (1? 10) =					
2. Approach to Project .20 * (1? 10) =					
3. Familiarity w/ Project & Proposal Information .20 * (1? 10) =					
4. Overall Presentation .10 * (1? 10) =					
TOTAL 1.00					
	X %	X %	X %	X %	X %
<b>GRAND TOTAL</b>					
ORAL PRESENTATIONS WILL REPRESENT _____% OF THE TOTAL OVERALL SCORE					

**Figure 3-20**  
**Typical Oral Presentation Rating Sheets**  
*(Used in when oral presentations only are related)*

Agreement No. \_\_\_\_\_ Project Name: \_\_\_\_\_

date: \_\_\_\_\_

Scored by: \_\_\_\_\_ Committee Members: \_\_\_\_\_

Item	Description	Value X Wt	Firm	Firm	Firm
1. Project Team	<u>Discuss:</u> qualifications & relevant individual experience of the team available for assignments based on the services described in the 'Request for Consultant Services.' Describe the proposed Proj Mgr involvement on various types of open-end project assignments. In-house quality control program.	(-) X			
2. Firm Resources & Capabilities	<u>Discuss:</u> firm's experience on open-end projects. Discuss only those contracts that are similar to this statewide road design contract. Describe how extensively you would expect to utilize subconsultants & your previous experience with the proposed sub. Briefly demonstrate the procedure used by your firm to estimate construction costs for open-end work. Briefly discuss the process used by your firm to track multiple projects being performed concurrently for a single client. Demonstrate how you would supplement staffing if required. Describe your firm's mission statement & the qualities that would set you apart from your competition.	(-) X			
3. Project Understanding and Approach	<u>Discuss:</u> your knowledge of various DelDOT design procedures & the specifications that are applicable to road design projects. What is your approach to keeping multiple assignments on schedule & within budget? Describe your approach to problem solving on open-end work. What opportunities are there for innovation on open-end contracts?	(-) X			
4. Location	<u>Discuss:</u> location of office that will be responsible for the administration of the project assignments. If there are multiple office involved, exhibit what the locations are & what type of staffing will come from those offices. Discuss where the office is for any proposed sub(s).	(-) X			
5. Overall Presentation	Quality of Presentation: did the candidate cover the desired material? Was the staff present sufficiently prepared & sufficiently involved in the interview process?	(-) X			
TOTAL		1.00			

**FOR SCORING:**

1. USE WHOLE NUMBERS WHEN DETERMINING THE VALUES
2. FOR GRAND TOTAL, ROUND OFF SCORE TO NEXT HIGHEST NUMBER; FOR EX. 1.635 = 1.64
3. SCORING IS ON A SCALE OF 1-10; 10 IS CONSIDERED THE TOP SCORE; SCORES CAN NOT GO ABOVE 10 OR BELOW 1

**Figure 3-21**  
**Typical Oral Presentation Composite Scoring Work Sheet**

## ORAL PRESENTATION WORKSHEET

EVALUATOR:

DATE:

AGREEMENT NO.

PROJECT:

NAME OF CONSULTANT:

Percentage Factor      x Rating      =      Score  
(1 to 5)

1. Question/Answer Period

2. Approach to Project

3. Familiarity with Project

4. Overall Presentation

TOTAL

20 %			
30 %			
30 %			
20 %			
100 %			

NOTE: Evaluation factors and percentage weights are determined individually for each project by the Selection Committee.

### ORAL PRESENTATION INTERVIEW NOTES

PRO (+) COMMENTS	CON (-) COMMENTS

*Figure 3-22  
Initiating Director Notification—Ranking of Shortlisted Firms*

**INITIATING DIRECTOR NOTIFICATION  
RANKING OF SHORTLISTED FIRMS**

TO: DIRECTOR OF  
FROM: CONSULTANT CONTROL COORDINATOR  
DATE:  
SUBJECT: CONSULTANT SELECTION PROCESS—AGREEMENT NO.

The Consultant Selection Committee has reviewed and evaluated the submissions by the consultant candidates for the referenced agreement.

There were — firms shortlisted. Following are the results of the Selection Committee's evaluation:

- 1.
- 2.
- 3.
- 4.
- 5.

If you are in agreement with the Committee's selection, please sign below and forward this memo randum to the Secretary for approval so contract negotiations can begin with firm shown as #1 \_\_\_\_\_.

RECOMMENDED: \_\_\_\_\_ DATE:  
Director of

APPROVED: \_\_\_\_\_ DATE:  
Secretary

**Figure 3-23**  
***Unsuccessful Firms' Notification of Top-Ranked Firm***

**UNSUCCESSFUL FIRMS NOTIFICATION OF TOP-RANKED FIRM**

(Date)

Dear \_\_\_\_\_:

SUBJECT:       CONSULTANT SELECTION-AGREEMENT NO.

On behalf of the Delaware Department of Transportation, we would like to thank you for your firm's participation as one of the final candidates for consulting services on the referenced project.

The Department has selected \_\_\_\_\_ to be given the initial opportunity to negotiate a contract with us.

Mr./Ms. \_\_\_\_\_ is the Department's Debriefing Officer for this project. Please allow several weeks before contacting him/her regarding any critique of your firm pertaining to the evaluation process. Mr./Ms. \_\_\_\_\_'s phone number is (302) \_\_\_\_ - \_\_\_\_.

Sincerely,

Consultant Control Coordinator



**Figure 3-24**  
**Debriefing**

**DEBRIEFING**

TO:               CONSULTANT SELECTION COMMITTEE  
                      DEBRIEFING OFFICER

FROM:           CONSULTANT CONTROL COORDINATOR

DATE:

SUBJECT:       CONSULTANT AGREEMENT NO.

I would like to thank you for your cooperation and participation in the selection for the referenced project.

To finalize the Committee's participation in the project it is necessary to obtain some pro and con performance commentary from each member pertaining to the firms that were evaluated. Please provide sufficient information that I can develop a composite of the Committee comments pertaining to each firm. This information will be provided to the Debriefing Officer in memo form without naming the member who provided the comments. The Debriefing Officer will be reminded that the information provided is strictly confidential and is intended as an aid in discussing a firm's performance.

Forms are provided with this memo for your use in responding to his request.

Please complete these forms or call this office with the information requested no later than \_\_\_\_\_.

Thank you in advance for your assistance in this matter.

Figure 3-24 (Continued)  
Debriefing

**CONTRACT ADMINISTRATION**

739-5282  
739-6119 (FAX)

**CONFIDENTIAL!!**

**CONFIDENTIAL!!**

**CONFIDENTIAL!!**

**TO:** Debriefing Officer

**FROM:** Bill Manship, Consultant Control Coordinator

**DATE:** May 29, 1996

**SUBJECT:** **CONSULTANT SELECTION - AGREEMENT NO.**

The following is an accumulation of the various Committee members' comments pertaining to the recent consultant selection process for the referenced project for your use when you talk with the unsuccessful candidates.

	<b><u>TECHNICAL PROPOSAL (40%)</u></b>			<b><u>ORAL PRESENTATION (60%)</u></b>	
<b>1</b>					
<b>2</b>					
<b>3</b>					
<b>4</b>					
<b>5</b>					

<b>FINAL SCORING</b>		
<b>1</b>		
<b>2</b>		
<b>3</b>		
<b>4</b>		
<b>5</b>		

*Figure 3-24 (Continued)*  
*Debriefing*

**Page 2**

**Memo to:**                **Debriefing Officer**  
**RE: Consultant Selection for Agreement No.**  
**May 29, 1996**

Following is a recap of various comments from the Committee members regarding the Consultants' submissions:

**FIRM NUMBER ONE**

**PRO:**

**CON:**

**FIRM NUMBER TWO**

**PRO:**

**CON:**

*Figure 3-24 (Continued)*  
*Debriefing*

**Page 3**

**Memo to:               Debriefing Officer**  
**RE: Consultant Selection for Agreement No.**  
**May 29, 1996**

**FIRM NUMBER THREE**

**PRO:**

**CON:**

**FIRM NUMBER FOUR**

**PRO:**

**CON:**

*Figure 3-24 (Continued)*  
*Debriefing*

**Page 4**

**Memo to : Debriefing Officer**  
**RE: Consultant Selection for Agreement No.**  
**May 29, 1996**

<b>FIRM NUMBER FIVE</b>
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**PRO:**

**CON:**

BM/m